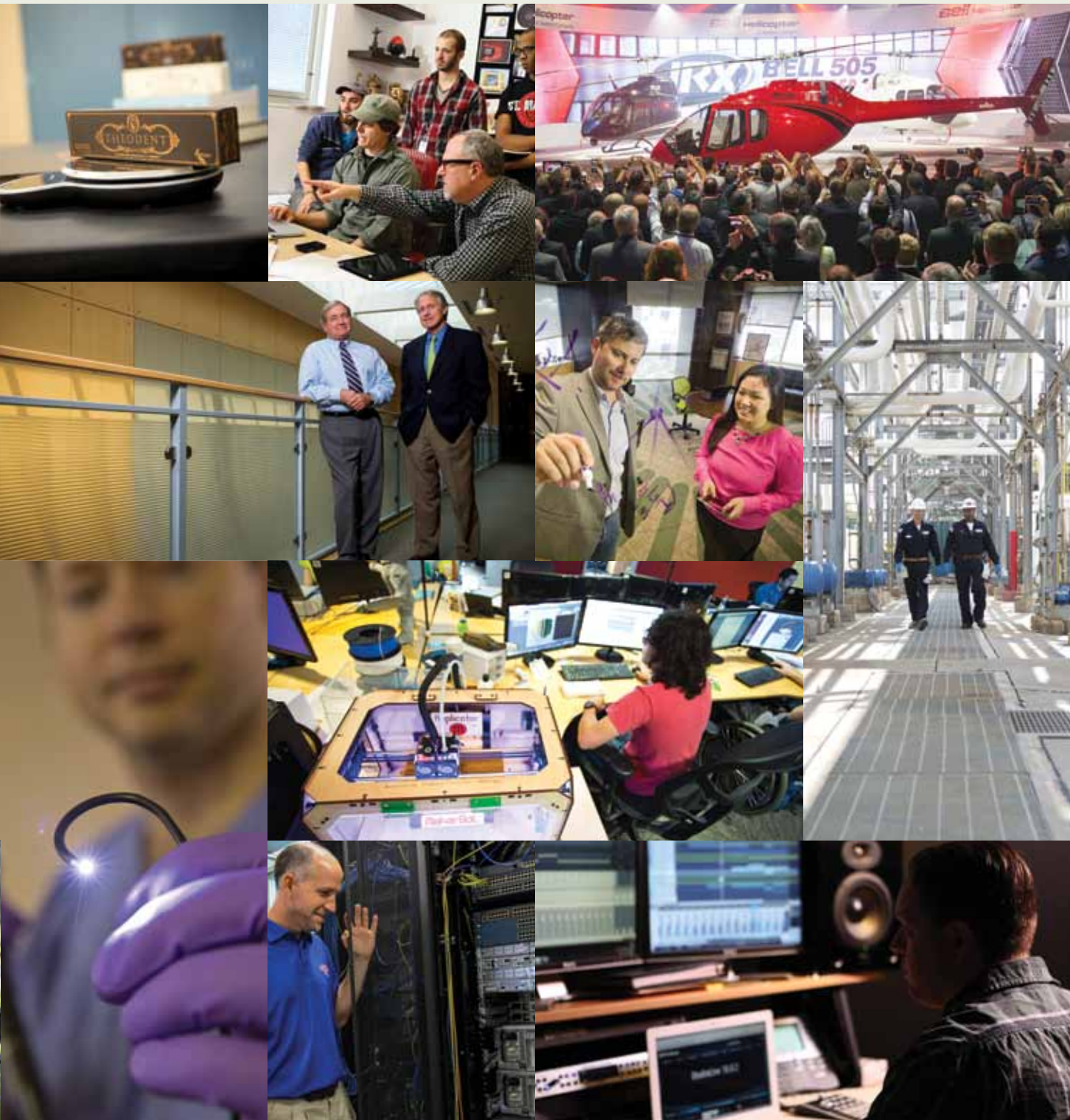


EQ

LOUISIANA ECONOMIC QUARTERLY

LOUISIANA INNOVATORS



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letter from Secretary Moret



In this issue of *Louisiana Economic Quarterly*, we cover one of our state's most exciting attributes – its spirit of innovation. Individuals and organizations across Louisiana are breaking new ground with innovations in technology, energy, manufacturing and more. This quarter, *EQ* focuses on 20 different innovators developing products and practices that are propelling them to success in their respective fields.

A great example of Louisiana innovation is TurboSquid, a New Orleans technology firm specializing in 3-D digital models. TurboSquid's new site – PixelSquid.com – represents the first interactive site of 3-D stock imagery on the Internet.

In Southwest Louisiana, Sasol's gas-to-liquids and ethane-cracker complex in Westlake will be the first of its kind and produce high-performance, low-emission transportation fuels. In the northwest part of our state, Louisiana Tech University is creating and strengthening partnerships and collaboration between researchers and industry partners.

These are just a few examples of the innovators you will read about in this issue. For more information on all of them, visit our website at OpportunityLouisiana.com/EQ, where we feature even more insights from our innovators.

In this issue, we also visit with Tim Williamson, co-founder and CEO of The Idea Village, a not-for-profit community of New Orleans entrepreneurs. The Idea Village identifies and nurtures entrepreneurial talent while sustaining the city's growing reputation as a hub for innovation.

I think you'll enjoy this issue of *EQ* and, as always, I thank you for your continued interest in Louisiana – America's new frontier for business opportunity.

A handwritten signature in black ink that reads "Stephen Moret".

Stephen Moret, Secretary
Louisiana Economic Development

ECONOMIC UPDATE

LOUISIANA'S ECONOMY

Q3 2014

BANKING

Total bank equity capital of Louisiana's 140 FDIC-insured reporting institutions was up **40.8 PERCENT** since January 2008, compared to the nation's growth of 27.6 percent. Total assets grew **26.7 PERCENT** since January 2008, compared to the nation's 17.8 percent growth.

40.8%

INCREASE

26.7%

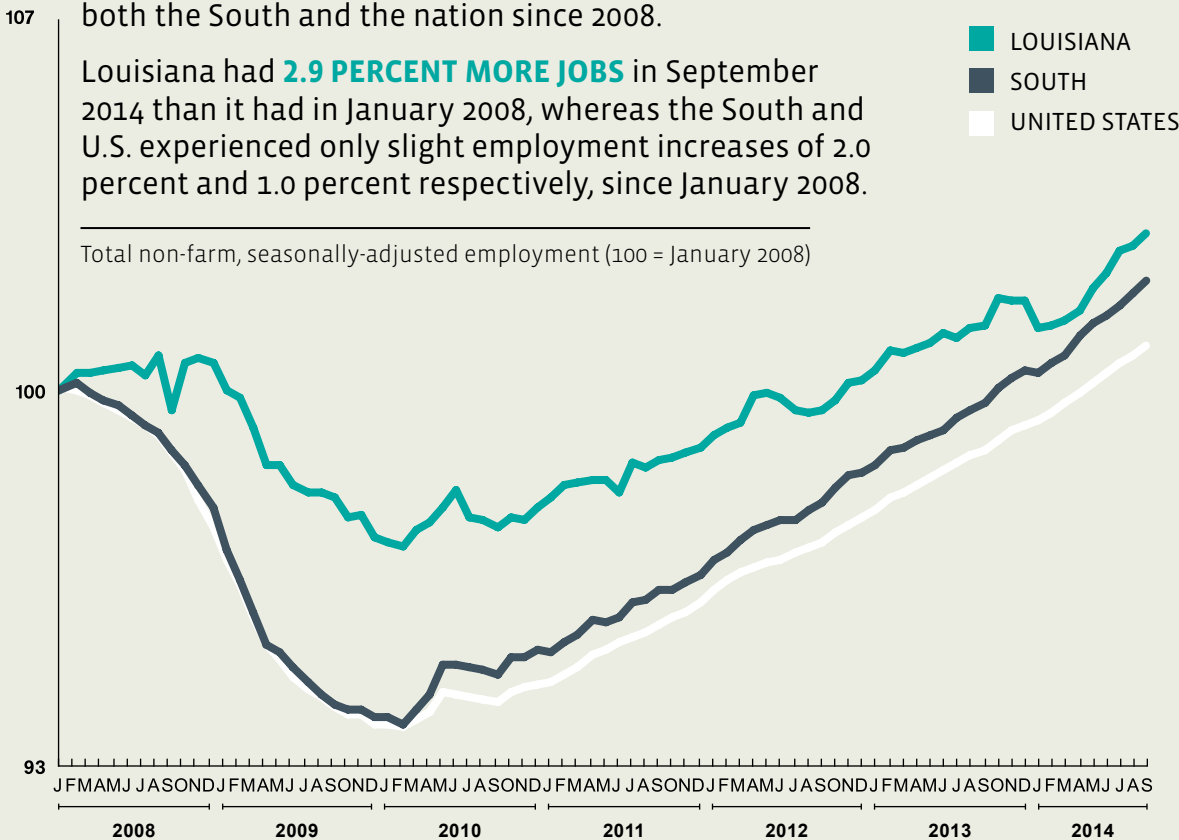
INCREASE

EMPLOYMENT

Louisiana's employment levels have **OUTPERFORMED** both the South and the nation since 2008.

Louisiana had **2.9 PERCENT MORE JOBS** in September 2014 than it had in January 2008, whereas the South and U.S. experienced only slight employment increases of 2.0 percent and 1.0 percent respectively, since January 2008.

Total non-farm, seasonally-adjusted employment (100 = January 2008)



RANKINGS



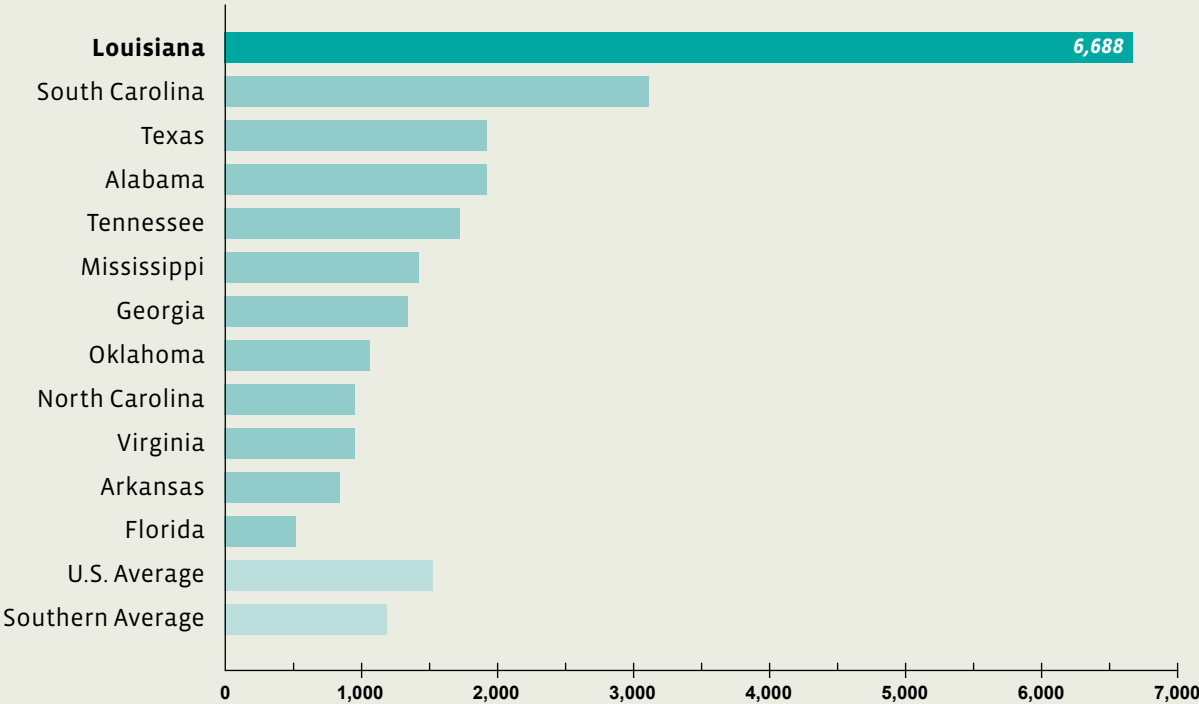
Louisiana’s business climate was **RANKED BEST** in the U.S. by *Business Facilities* magazine in its 2014 State Rankings Report.



For the fifth consecutive year, LED FastStart® was ranked **NO. 1** by *Business Facilities*.

FOREIGN DIRECT INVESTMENT (FDI)

From January 2008 to September 2014, Louisiana secured significantly more per capita foreign direct investment capital expenditures than any other Southern state, **OUTRANKING** the Southern and U.S. averages.



January 2008 to September 2014 per capita capital expenditures

MOMENTUM >>> LOUISIANA

ENQUERO INC.

350 NEW DIRECT JOBS, \$64,300 AVG. SALARY



In July 2014, Enquero announced the company's selection of Lafayette for its first Agile Delivery Center™, a high-performance technology center providing enterprise software products and services to commercial clients.

The company will create 350 new direct jobs, and Louisiana Economic Development (LED) estimates the project will result in another 354 new indirect jobs. Enquero's Lafayette center will provide a dedicated onshore site to develop software solutions in a similar time zone and at a pace that matches clients' needs for innovation. To secure the project, LED offered the company a customized incentive package. Enquero will receive the services of LED FastStart® and will be eligible for Louisiana's Digital Interactive Media and Software Development Incentive. Enquero is also expected to utilize the state's Quality Jobs program.

"In evaluating various locations as potential homes to incubate Enquero's first Agile Delivery Center, we defined cultural fit, availability of relevant talent and infrastructure readiness as our major criteria. Lafayette and the State of Louisiana exceeded our expectations from all dimensions."

HEMANT ASHER
President of Enquero Inc.

GRAPHIC PACKAGING INTERNATIONAL

1,340 RETAINED JOBS, \$41.5 MILLION CAPITAL INVESTMENT

In August 2014, Graphic Packaging International announced a \$41.5 million investment in the company's paper mill in West Monroe to upgrade production machinery. The mill produces paperboard for use in beverage and other consumer-based packaging at two other company sites in West Monroe. Graphic Packaging will retain 1,340 employees at the three Louisiana sites through the modernization project. The project will include an expansion of the facility's fiber storage



capacity as well as an upgrade to the dryer section, and the coater and stock cleaning areas of the West Monroe paper mill. The project follows a previous Graphic Packaging International enhancement of its consumer carton production in West Monroe, where Gov. Bobby Jindal and the company announced an \$8.6 million expansion in June 2012. That project created 47 new direct jobs and retained 456 existing jobs at the company's carton sites. That expansion enabled the company to quadruple consumer container production.

"We weighed many factors in our decision to further invest in the West Monroe Mill. The state's pro-business environment and the exceptional workforce made a significant impact. The partnership between Graphic Packaging International and Louisiana is an enduring example of how to attract, retain and grow business."

TONY HOBSON
Vice President and Resident Manager of Graphic Packaging International

STEPAN COMPANY

33 NEW DIRECT JOBS, \$70,000 AVG. SALARY,
\$60 MILLION TO \$70 MILLION CAPITAL INVESTMENT

Stepan Company announced in July 2014 that the company will complete front-end engineering and design work for a potential \$60 million to \$70 million chemical production facility that would create 33 new direct jobs and result in an estimated 98 new indirect jobs in the industrial corridor of Ascension Parish. The company authorized the feasibility work and will make a final investment decision on the project in the second quarter of 2015. Stepan would manufacture intermediate chemicals for its global surfactants and polymer production sites, as well as finished products for its global customers. To secure the potential project, the state offered the company a competitive incentive package that includes a \$500,000 performance-based grant to offset infrastructure costs, along with the comprehensive workforce development solutions of LED FastStart. In addition, the company is expected to utilize Louisiana's Quality Jobs and Industrial Tax Exemption programs.

"Stepan appreciates the quality of resources and support available in Louisiana as we complete the feasibility study of our proposed project. We look forward to confirmation of our project economics, building a new facility and joining many of our peers, who already enjoy the benefits of the pro-business environment in the state of Louisiana."

F. QUINN STEPAN JR.
President and CEO of Stepan Company



YUHUANG CHEMICAL INC.

400 NEW DIRECT JOBS, \$85,000 AVG. SALARY,
\$1.85 BILLION CAPITAL INVESTMENT

In July 2014, Yuhuang Chemical announced the company will make a \$1.85 billion capital investment in a world-scale methanol-manufacturing complex on the Mississippi River in St. James Parish. The project by Yuhuang Chemical Inc., a subsidiary of Shandong Yuhuang Chemical Co. Ltd., represents the first major foreign direct investment by a Chinese company in Louisiana. The project will create 400 new direct jobs, and Louisiana Economic Development estimates another 2,365 new indirect jobs and 2,100 construction jobs will result. After the first methanol plant is completed, the company will build a second methanol plant and reach an annual capacity of 3 million metric tons per annum. A third phase will include a methanol derivatives plant that will produce intermediate chemicals. Most of the project's methanol will be exported by oceangoing vessels for use in the parent company's production of downstream chemicals in China, with approximately 20 percent to 30 percent of the methanol to be shipped by barge and rail to North American customers. To secure the project, Louisiana offered the company a competitive incentive package that includes two performance-based grants totaling \$11.25 million. In addition, the company will receive the comprehensive workforce solutions of LED FastStart and is expected to utilize the state's Quality Jobs and Industrial Tax Exemption programs.

"This Louisiana operation represents the company's commitment to significance on the world petrochemical platform. Louisiana was the right choice for our company to locate our first operation in the United States. This facility's location fits well with our strategy to leverage the advantage that natural gas feedstock provides."

CHARLIE YAO
CEO of Yuhuang Chemical Inc.



YUHUANG CHEMICAL INC.

ALLIED MATERIALS & EQUIPMENT COMPANY

21 NEW DIRECT JOBS (21 RETAINED), \$340,000 CAPITAL INVESTMENT



Allied Materials & Equipment Company announced in July 2014 that it will make a \$340,000 capital investment at the company's Bogalusa facility, where it manufactures the field of stars for the U.S. flag. Allied, which produces U.S. flags for federal agencies, is purchasing new embroidery equipment for the application of stars onto the blue canton of the American flag. The company will retain 21 jobs at the facility, while creating an additional 21 new direct jobs. Louisiana Economic Development estimates the project will result in another 12 indirect jobs. To secure the project, Louisiana offered a competitive incentive package, which will include utilization of the state's Enterprise Zone and Industrial Tax Exemption programs.

"Our decision to increase our investment in our manufacturing facility in Bogalusa was driven by our experiences. The availability of a productive workforce coupled with current economic policies should lead to additional success of our operations in Bogalusa."

STEVE PACK
President of Allied Materials & Equipment Company

GLAZ-TECH INDUSTRIES

50 NEW DIRECT JOBS, \$34,000 AVG. SALARY, \$4 MILLION CAPITAL INVESTMENT

In August 2014, Glaz-Tech Industries announced it will establish a new 50-job glass manufacturing facility in Baton Rouge, with the project resulting in an estimated 97 new indirect jobs. Glaz-Tech is renovating a 25,000-square-foot manufacturing facility and building a 15,000-square-foot addition. The company produces tempered safety- and insulated-glass for residential and commercial construction markets, with a variety of specialty products for mirrors, shower doors, and beveled, decorative surfaces, as well as windows, doors and enclosures. From the new facility, Glaz-Tech will manufacture and distribute glass products across a 400-mile radius along the Gulf Coast. To secure the project, Louisiana Economic Development offered the company the comprehensive solutions of LED FastStart, and the company is expected to utilize Louisiana's Quality Jobs and Industrial Tax Exemption programs.



"We firmly believe with a combination of quality glass products and knowledgeable staff that we can build a profitable and strong foundation for our customers. We are proud to embrace our eighth location of Glaz-Tech Industries and are equally ambitious to begin serving Baton Rouge and its surrounding areas."

PETE FAZLOLLAH
President of Glaz-Tech Industries

FLYING TIGER AVIATION

21 NEW DIRECT JOBS (14 RETAINED), \$61,000 AVG. SALARY,
\$847,000 CAPITAL INVESTMENT

Flying Tiger Aviation announced in August 2014 that the company will expand in Northeast Louisiana, creating a contemporary flight training center for aerial applications in agriculture and other industries. The company will construct 20,000 square feet of hangar space, a 5,000-square-foot maintenance hangar and a 150,000-square-foot expansion of the tarmac. In addition to 21 new direct jobs and 14 retained jobs, Louisiana Economic Development (LED) estimates the expansion will result in 10 new indirect jobs. In partnership with Louisiana Delta Community College's campus in Bastrop, the project will create the Louisiana Aerial Application Center of Excellence. To secure the expansion, LED offered Flying Tiger a competitive incentive package, including a \$575,000 Economic Development Award Program grant that will be used by the airport to complete \$275,000 in new hangar construction and \$300,000 in tarmac upgrades for the project. The company is also expected to utilize the state's Enterprise Zone Program.



"Northeast Louisiana has the demographics that make it an ideal location for the intersection of agriculture, aviation, engineering and information technology. The region has a rich history in all of these areas with the first aerial application flight occurring here. The largest concentration of aerial application pilots in the world is in the Delta Region."

MO ROLFS

Chief Operations Officer of Flying Tiger Aviation

CREST INDUSTRIES

20 NEW DIRECT JOBS (18 RETAINED),
\$50,000 AVG. SALARY,
\$5 MILLION CAPITAL INVESTMENT



In August 2014, Crest Industries announced it is acquiring the assets and will expand the workforce of Eunice-based Precision Cutting Specialties Inc. (PCS). Crest, based in Pineville, will develop a new cutting, machining and fabrication facility in Eunice and add new machining centers to existing PCS equipment. Crest will retain 18 PCS jobs and the expansion will create 20 new jobs. Louisiana Economic Development estimates the investment will result in an additional 24 new indirect jobs. Crest Industries will diversify into the oil and gas sector with the acquisition of PCS, which also serves the utility, petrochemical and automotive industries. To support the expansion, Crest is expected to utilize the state's Quality Jobs and Industrial Tax Exemption programs.

"It is exciting and encouraging to see the hard work of the people and leaders of Louisiana coming together to build a strong future. Louisiana is a great place to raise a family and grow a business."

KENNETH ROBISON

CEO of Crest Industries

VIRDIA INC.

81 NEW DIRECT JOBS, \$55,000 AVG. SALARY, \$60 MILLION CAPITAL INVESTMENT

Virdia announced in September 2014 that it will make a \$60 million capital investment to build Lafourche Parish biochemical processing facilities that will convert sugar cane bagasse into high-value industrial sugars and biofuels. The processing plants will be installed beside the Raceland Raw Sugar Corp. mill in Raceland, where Virdia has secured an agreement to use 80,000 tons per year of the mill's bagasse, or sugar cane waste. In addition to 81 new direct jobs, Louisiana Economic Development estimates the project will result in 469 new indirect jobs and 120 construction jobs. The project represents the first major co-location of an industrial processing facility with a Louisiana sugar mill. To secure the project, the State of Louisiana offered Virdia a competitive incentive package that includes a performance-based \$1 million Economic Development Award Program grant to offset infrastructure costs. Virdia also will receive the comprehensive solutions of LED FastStart, and the company is expected to utilize the state's Industrial Tax Exemption Program.

"We chose Louisiana due to the accessibility of a nonfood-competing, sustainable raw material — sugar cane bagasse — which will enable us to validate the technology and develop further the applications and possibilities offered by this technology."

OTAVIO PONTES

Managing Director of Virdia Inc.



PERFICIENT

245 NEW DIRECT JOBS, \$60,000 AVG. SALARY



In September 2014, Perficient announced the company will establish a software development center in Lafayette, creating 245 new direct jobs. Based in St. Louis, Perficient is a leading information technology and management consulting firm serving Global 2000® and other large enterprise customers throughout North America across a broad range of industries, including health care, financial services, retail, energy, electronics, automotive and manufacturing. In addition to the direct jobs, Louisiana Economic Development (LED) estimates the project will result in 248 new indirect jobs. To secure the project, LED offered the company a customized incentive package that includes the comprehensive workforce solutions of LED FastStart. Perficient also is expected to utilize Louisiana's Digital Interactive Media and Software Development Incentive and the state's Quality Jobs Program.

"Lafayette emerged as the ideal location for this meaningful expansion. Lafayette's educated workforce and proximity to several universities were factors, as were the innovative programs established by supportive local and state leaders focused on economic growth. We firmly believe our Lafayette-based center will broaden our flexibility and capacity to serve our growing roster of enterprise clients."

JEFF DAVIS
CEO of Perficient

NFR BIOENERGY LLC

450 NEW DIRECT JOBS, \$54,000 AVG. SALARY,
\$312 MILLION CAPITAL INVESTMENT



In September 2014, NFR BioEnergy announced the company will install biorefineries at more than 10 sugar-refining hubs in South Louisiana. NFR BioEnergy will convert sugar cane waste, known as bagasse, into hardened energy pellets for use as fuel at global power plants. In addition to 450 new direct jobs, Louisiana Economic Development estimates the project will result in an additional 1,903 new indirect jobs. The conversion of sugar cane biomass into energy pellets through a torrefaction process has been aided by research at the University of Louisiana at Lafayette's Energy Institute. To secure the project, the State of Louisiana offered the company a competitive incentive package that includes a performance-based \$500,000 Economic Development Award Program grant and the comprehensive workforce solutions of LED FastStart. NFR BioEnergy is expected to utilize Louisiana's Quality Jobs and Industrial Tax Exemption programs.

"NFR is choosing to invest in Louisiana due to the dynamic sugar industry, hard-working people and business-friendly community. The State of Louisiana and its people have welcomed us with open arms and we look forward to contributing as active members of the community."

FRANK RANDAZZO
COO of NFR BioEnergy LLC

RENAISSANCE RX

425 NEW DIRECT JOBS, \$54,100 AVG. SALARY, \$8 MILLION CAPITAL INVESTMENT

In September 2014, Renaissance RX announced the company will create 425 new jobs and make an \$8 million capital investment in a new headquarters location in New Orleans. Founded at the New Orleans BioInnovation Center, the company employs 80 in the New Orleans area, with total employment of more than 800 across the country. The company provides pharmacogenetic testing revealing how individual patients respond to specific medications based upon their genetic makeup. The New Orleans expansion, which will result in an estimated 407 new indirect jobs, will enable the company to quickly scale up its headquarters and laboratory functions to support a rapidly growing demand for Renaissance RX's personalized medicine services. To secure the project, the State of Louisiana offered a competitive incentive package that includes a \$925,000 performance-based grant to defray costs for the headquarters and laboratory expansion. In addition, Renaissance RX will receive the comprehensive workforce solutions of LED FastStart, and the company is expected to utilize the state's Quality Jobs Program.

"The State of Louisiana has created an extremely conducive environment for new businesses by offering unrivaled programs, including LED FastStart workforce training programs and tax incentives for creating quality jobs."

DR. TARUN JOLLY
Founder and CEO of Renaissance RX



LETTERFAB LLC

45 NEW DIRECT JOBS, \$30,000 AVG. SALARY,
\$1.77 MILLION CAPITAL INVESTMENT

In September 2014, LetterFAB announced it will develop an illuminated-signage manufacturing facility in Gretna. The company will create 45 new direct jobs, and Louisiana Economic Development estimates the project will result in an additional 35 new indirect jobs. LetterFAB is a national manufacturer of 3-D, channel-letter, illuminated signs. Using fully automated machinery, the company produces channel letters to meet the exacting standards of nationwide customers. The company can manufacture letters and signage in standard, reverse-mounted and logo-box formats. The company is expected to utilize the state's Quality Jobs and Industrial Tax Exemption programs.

"Opening our second facility here in Gretna will provide LetterFAB with the opportunity to more easily reach new markets in the South and the East Coast. With our state-of-the-art equipment, we will be able to manufacture high-quality channel letters for customers right here in Louisiana and across the country."

PATRICK DAIGLE
Manager of LetterFAB LLC



INTERSTATE ELECTRONIC SYSTEMS LLC

4 NEW DIRECT JOBS, 17 PERCENT REVENUE INCREASE

Founded in 2003, Interstate Electronic Systems LLC is an audio-visual systems integrator that furnishes, programs and installs audio-visual systems in a variety of markets. The company utilized Louisiana's Economic Gardening Initiative with goals to increase its client base and expand through controlled growth. Through the initiative, the company received market-segment research, search engine optimization analysis, social media research and more. Since beginning work with the initiative, Interstate Electronic Systems has added four new jobs, increased revenue 17 percent and invested more than \$75,000 in IT and software infrastructure while doubling its budget for training technicians.



"Through geographical information systems mapping, the Economic Gardening program allowed us to target new customers in close proximity to our existing clientele, permitting us to grow our business in areas we already service and best utilize our resources to expand to new areas."

JEANNINE MONTREUIL
Director of Marketing of Interstate Electronic Systems LLC



LOUISIANA INNOVATORS





Water, food, transportation, entertainment — think of a human staple or activity, and there's likely a Louisiana innovator advancing solutions for a better world. From assembling next-generation helicopters to developing the ideal sweet potato fry, from tackling global water challenges to producing Oscar®-winning animation, Louisiana innovators are at the vanguard of what's next.

Acclaimed for its startup business culture and high density of scientists and engineers, Louisiana recognizes innovation as a key step in cultivating the state's knowledge-based economy.

You know Louisiana's reputation for food, fun and festivals. Join us now as we discover Louisiana's other culture: innovation.

To read more about each company, visit the Louisiana Economic Development website at OpportunityLouisiana.com/EQ.



THEODENT LLC

The toothpaste industry may be a difficult one to break into, but New Orleans-based Theodent — the maker of a luxury, non-toxic, fluoride-free toothpaste — is doing just that. Theodent has three toothpastes on the market — Theodent Classic, Theodent Kids and Theodent 300 — that eliminate the need for fluoride. Theodent uses Rennou — a patented mineral derived from cacao, which the company says will stimulate the growth of tooth enamel. Theodent executive Jantzen Hubbard tells the company’s Louisiana innovation story:

Q: What was the inspiration behind Theodent?

JH: The founders of Theodent, Tetsuo Nakamoto, Arman Sadeghpour, William Simmons and Joseph Fuselier, were determined to create a biotech company in New Orleans that would start a revolution in oral care and ultimately help millions of people all over the world to strengthen their enamel and reduce dental cavities.

Q: Why did the founders pick Louisiana to develop Theodent?

JH: Theodent was created in Louisiana because it is a product of Louisiana academic institutions and Louisiana residents. Theodent will remain in Louisiana because it’s a great place to do business.

Q: What is Theodent doing that no other company is doing?

JH: The vast majority of toothpaste contains fluoride, a controversial additive. Theodent toothpaste contains a compound found in chocolate that is clinically proven more effective at remineralizing and strengthening human enamel with none of the toxicity.

Q: How does Theodent impact the Louisiana economy?

JH: As one of the first biotech companies in New Orleans, and the first commercial product out of the BioInnovation Center, we are leading the way for others to follow.

Theodent developed non-toxic, fluoride-free toothpaste using Rennou, which the company says will stimulate the growth of tooth enamel.



PRESONUS AUDIO ELECTRONICS

Like many of the musicians and audio engineers that it would serve, PreSonus launched from a garage, developing powerful, better sounding and competitively-priced solutions for the production of live and recorded music. The company's innovations have been at the forefront of the home recording revolution. PreSonus continues to drive new innovations. Founder and Chief Strategy Officer Jim Odom shares PreSonus' unique innovation story:

Q: What unexpected advantages did PreSonus benefit from that could only be found in Louisiana?

JO: I am a graduate of Louisiana State University (LSU), so there was really nowhere else I would rather live. Louisiana Economic Development was a huge part of helping us get off the ground with training and support, both economically and academically.

Q: What challenges did you face in the development phase of PreSonus and how did you overcome them?

JO: Our first challenge was to placate our families to allow us to work 16-hour days. Being LSU graduates helped us tremendously, as we had broad training for the fundamentals of our effort, which eventually led to a stable, functioning product.

Q: What is PreSonus doing that no other company is doing?

JO: Our customers now expect products to communicate freely, which was not the case in the past. PreSonus has created end-to-end solutions that make these processes effortless, whether you're working in CD production, on a movie set, in a concert hall, in a church or school, or in the launch and distribution of a media asset.

Q: How does PreSonus impact the Louisiana economy?

JO: PreSonus has a network of companies and distributors that span the globe. We manage these assets in Baton Rouge, where we employ approximately 85 individuals.

Launched from a garage, PreSonus is creating live and recorded music solutions including adding touch-screen features to digital mixing equipment and launching a sub-\$3,000 digital mixer.



LSU SWEET POTATO RESEARCH STATION

With its use as a commercial crop dating back to the early 1900s, the sweet potato's popularity has grown in recent years as snacks like sweet potato fries are added to more and more menus across the nation. In 1948, the Louisiana State University (LSU) AgCenter established the 308-acre Sweet Potato Research Station in Chase, and since that time farmers and agricultural researchers have developed new varieties of sweet potatoes to satisfy changing palettes. The LSU AgCenter developed a variety of sweet potatoes specifically for french fry production — a sweeter, deep orange potato breed in a shape that decreases waste. The Research Station in Chase and the presence of talented research eventually contributed to ConAgra Food's decision to locate a sweet potato processing plant in nearby Delhi. Dr. Don Labonte shares this innovation story:

Q: What inspired the LSU AgCenter to develop new varieties of sweet potato?

DL: The LSU AgCenter has long been at the forefront of developing new sweet potato varieties for the U.S. market. Our sweet potato breeding program is one of only two active programs in the country. AgCenter varieties, led by our Beauregard and Orleans varieties, are grown not only in Louisiana but throughout the U.S. Louisiana is also at the forefront of processing, with major facilities in New Iberia and Delhi to capitalize on the burgeoning demand for processed sweet potatoes.

Q: What is the LSU AgCenter doing that no other organization is doing?

DL: The new sweet potato variety 07-146, also known as Bayou Belle, is different from other varieties. With

red skin and good sugar content, it's a very good french fry sweet potato. It also produces significantly high yields of U.S. No. 1 potatoes. This variety is licensed to ConAgra Foods, and out-of-state growers must have a license with the company to grow the variety. Louisiana growers who want to plant it for the fresh market must purchase a license through the AgCenter.

Q: How does the LSU AgCenter and its new varieties of sweet potato impact the Louisiana economy?

DL: ConAgra Foods saw a fast-moving trend toward sweet potato french fries and similar products, and it aggressively sought out sweet potato scientists at the AgCenter as part of their research and product-development team. This was all going on as they were deciding the merits of building a dedicated plant and



“Our sweet potato breeding program is one of only two active programs in the country.”

where to build it in the U.S. In 2010, Lamb Weston, a subsidiary of ConAgra Foods, began operation of its sweet potato processing plant near Delhi. One of the principal reasons the company chose Louisiana for the facility was the ready access to the research conducted at the Sweet Potato Research Station in Chase, as well as proximity to Louisiana sweet potato production, which in 2013 totaled more than 3.5 million bushels with a gross farm value of nearly \$49 million.

Q: When did you realize that the Bayou Belle sweet potato would be a success?

DL: The new variety Bayou Belle has some amazing features, including a 20 percent-plus gain in yield over the popular Beauregard variety and being ideally

suited for making french fries. It looks a little different, too. It has a slightly blocky, brick-like shape — ideal for recovering high numbers of fries with less waste. And it is sweet — a big reason sweet potato fries are so popular. ConAgra Foods decided on Louisiana, and AgCenter technical support helped make it happen. For the producers, the opportunity to increase crop yield by over 20 percent, with no increase in financial inputs, can significantly improve their bottom line. An improved new variety with higher yields and favorable quality is the best way to stay profitable with ever-increasing production costs. This also reduces price pressure on the raw product, making processing competitive.

The LSU AgCenter developed a new variety of sweet potatoes that is sweeter, deep orange and a shape that decreases waste.



TECHNOLOGY ASSOCIATES INC.

In 2011, the New Orleans-based naval architecture firm Technology Associates Inc. (TAI) introduced its TAI EnviroMax series of designs, which feature a wide range of advanced technologies and fuel-efficient components. Technology Associates has emerged as a leader in its field from its headquarters in New Orleans. Founder and President Anil Raj shares his company's innovation story:

Q: Why did you pick Louisiana to launch Technology Associates?

AR: I first moved to New Orleans in 1977 because it has an interesting, diverse culture and a unique character. When I decided to start my business, it was natural for me to be close to a state with a rich heritage of shipbuilding and marine operations.

Q: What unexpected advantages did Technology Associates benefit from that could only be found in Louisiana?

AR: Louisiana is close to Mexico, the Caribbean, Central and South America, and is home to the mouth of the Mississippi River system. These are ripe markets for Louisiana shipbuilders, including small shipyards.

Q: What is Technology Associates doing that no other company is doing?

AR: Many Offshore Supply Vessel (OSV) designs in the market are just older OSV design derivatives that were stretched longer, deeper and wider to save engineering costs. This presented us with an opportunity to develop a cost competitive series of designs which are more efficient, can carry more cargoes, faster, using less energy, in the same hull envelope, and be built competitively.

Q: How does Technology Associates impact the Louisiana economy?

AR: In the last four years, more than \$400 million in new vessels from TAI designs have been, or are being, built in Louisiana.

Technology Associates Inc. engineers are developing different types of shipping vessels for industry, export operations and government.



WE CARE DESIGNS LLC

In 1966, René de la Tour severely injured his spine in an automobile accident, resulting in his dependency on a wheelchair. This did not halt his plans for independence and professional success. It was not until 2000 when, after an accident at his Mandeville residence, de la Tour lost his independence. It was this incident that inspired the development of the Para Ladder® — a device which allows users with limited mobility to transfer from the floor or ground to a wheelchair. With his business partner Billy Vehnekamp, de la Tour founded We Care Designs:

Q: What inspired you to develop the Para Ladder?

RD: My wake-up call came in 2000 when I fell from my wheelchair at my home. I searched but was unable to find a device on the market that would enable a person with limited mobility to quickly get back into their wheelchair. This seemingly hopeless situation impelled me to try to invent one.

Q: What is one thing We Care Designs is doing that no other company is doing?

RD: We Care Designs is committed to making the Para Ladder affordable to as many people as possible. All profits are used for buying additional inventory, additional marketing, R&D for improvement or inventing accessories.

Q: When did you realize that the Para Ladder would be a success?

RD: I always believed that the Para Ladder would be a success, because of its unique functionality in every market we've offered it.

Q: What challenges did you face in the development phase of the Para Ladder and how did you overcome them?

RD: I had an awareness of some of the design features I wanted my device to have. After experimenting and testing with over 20 prototype devices, I was able to better refine the design features I felt were necessary.

René de la Tour demonstrates using the Para Ladder® — a device that allows users with limited mobility to transfer from the floor or ground to a wheelchair.



MOONBOT STUDIOS

From books and tablet applications to animated films and games, Shreveport's Moonbot Studios is producing stories and memorable characters that leap from one platform to the next. Moonbot Studios Founders William Joyce and Brandon Oldenburg were the creative minds behind the Oscar®-winning animated short film *The Fantastic Flying Books of Morris Lessmore*. Along with founding partner Lampton Enochs, they lead a team of skilled artists, storytellers and designers to produce extraordinary entertainment, including *The Numberlys* short film and picture book, *The Scarecrow* short film and mobile game for Chipotle Mexican Grill, and apps for Kellogg's and the National Wildlife Federation. Joyce, Oldenburg and Enochs share their Louisiana innovation story:

Q: Why did you pick Louisiana to launch Moonbot Studios?

WJ: Louisiana has proven to be a wonderful base of operations for us. The atmosphere here is remarkable. There's such great food, literature and eccentric people. It's so rich culturally. There's monetary incentives that the state offers through tax incentives to the creative industries, as well. It's easy to live here and it helps that Shreveport is my hometown. Everything just came together with Lampton and Brandon at the right time. It was the perfect collision of circumstances.

Q: What unexpected advantages did Moonbot benefit from that could only be found in Louisiana?

LE: When Apple first introduced the iPad, our team knew it would be a game-changing device for

storytelling. LED FastStart® was essential at getting programmers trained to execute our vision. When new technology is announced, companies need to be nimble and adapt to changes in the market. LED FastStart really helped us jump start our interactive division, which built on those skills and is now doing everything from kids' apps to mobile adventure games and even console experiences.

Q: What is Moonbot Studios doing that no other company is doing?

BO: Story comes first at Moonbot. We let the story tell us what feels right, as far as how we roll it out. Sometimes we might start with a game first or a short film. At the end of the day it will always end up being a book. It's rare that you find a company doing everything we're doing under one roof: animated films,



“Everyone at Moonbot looks at our work as story first, not platform first.”

video games, apps, books. Everyone at Moonbot looks at our work as story first, not platform first.

Q: How does Moonbot Studios impact the Louisiana economy?

LE: 2014 has been a huge year for us. Earlier this year we acquired the film rights to two incredible books, *The Extincts* by Veronica Cossanteli and *Olivia Kidney* by Ellen Potter. Moonbot intends to be the first company to produce a full-length, feature animated film entirely in the state of Louisiana. It's not only an incredible step for our company but also for Louisiana's entertainment industry.

We currently have a highly trained team of nearly 50 artists, animators, engineers and production staff. Some of those are Louisiana natives that honed their skills to join us and others are people from all over the country. A number of them have bought houses, started families and invested in our local community. They are definitely leaving their creative stamp on Shreveport.

Moonbot Studios produces short films, picture books, video games and apps all under one roof, always putting first the production of a compelling story.

A photograph showing a row of approximately 15 baseball bats leaning against a chain-link fence. The bats are arranged in a slightly overlapping manner, with their handles pointing towards the bottom left and their heads pointing towards the top right. The bats are of various colors, including black, dark grey, and light wood. The Marucci logo is visible on several of the bats. The background is a chain-link fence, and the ground is a light-colored concrete or asphalt surface.

MARUCCI SPORTS

Founded in 2002, Baton Rouge-based Marucci Sports produces one of the go-to bats for some of the top performers in Major League Baseball (MLB). Co-Founders Kurt Ainsworth, Jack Marucci and Joe Lawrence have grown the company into one of the hottest names in baseball merchandise. Ainsworth, who serves as CEO for the company, shares Marucci Sports' innovation story:

Q: What inspired you to develop Marucci Sports?

KA: We came up with the idea of starting a bat company together when Joe and I were rehabbing injuries with Jack as our trainer. My arm wasn't responding to therapy, and Joe's knee was going to limit his sports career as well, so we decided to give the bat company a shot as our next step out of pro sports.

Q: What is your Marucci Sports doing that no other company is doing?

KA: We saw an opportunity to outperform the competition by providing only top quality bats to all MLB players, while our competitors were only sending a few good bats out of a dozen. We continue to deliver only top quality wood bats to our customers.

Q: How does Marucci Sports impact the Louisiana economy?

KA: With approximately 60 employees based in Louisiana, and with our eyes on significant growth ahead of us, we believe that we are doing our part to attract top talent in the state. Having the No. 1 wood bat in Major League Baseball that is 100-percent "Made in Louisiana" doesn't hurt.

Q: What would you say to aspiring Louisiana entrepreneurs and innovators?

KA: Louisiana has afforded us many opportunities to prosper as a company. Not only do people from here want to stay here, but because of the quality of life in Louisiana, we have successfully attracted talent from across the nation.

Marucci Sports is one of the hottest names in baseball merchandise.



FEDERATED SAMPLE

To gauge the opinions of consumers and stakeholders, companies regularly poll sample audiences in online surveys. New Orleans-based Federated Sample has emerged as a leader in this \$60 billion global research market. As Federated Sample looks toward the future, it is focused on creating new technologies that improve the experience for survey respondents by putting them first. Federated Sample's founder and CEO Patrick Comer tells the company's innovation story:

Q: What inspired you to develop Federated Sample?

PC: After working in various aspects of the market research industry for much of my career, I was inspired to develop Federated Sample and our software technology business unit Fulcrum out of a desire to meet the marketplace need.

Q: Why did you pick Louisiana to develop Federated Sample?

PC: After moving to New Orleans in 2008 to be closer to family, I found that there were few high-growth technology companies in the region to join. I decided to create a business that would not only disrupt the global market research industry but also play a role in the revitalization of New Orleans.

Q: What is Federated Sample doing that no other company is doing?

PC: Rather than focus on the traditional route of building a panel of research participants, we have instead created the technology that allows both buyers and sellers of research sample to more efficiently and effectively run their programmatic sample operations.

Q: What unexpected advantages did Federated Sample benefit from that could only be found in Louisiana?

PC: Federated Sample benefited from several unexpected advantages by launching in Louisiana — the Digital Media and Quality Jobs tax credits have been amazing. Having access to these credits allowed us to grow and hire faster.

Patrick Comer (left) and his team at Federated Sample are creating new technologies that improve the online survey experience for respondents.



LOUISIANA TECH UNIVERSITY

Since the late 1990s, Louisiana Tech University has positioned itself as a pioneer in the integration of private industry in higher education in Louisiana. By incorporating innovation and entrepreneurship as core principles of the campus culture, the university has aligned education, research and technical assistance activities to match the needs of regional employers. These efforts have resulted in new and strengthened partnerships, collaboration between researchers and industry partners, and even the co-location of companies to the campus. Louisiana Tech President Les Guice, Ph.D., who made partnerships with private industry a top priority for the university, shares Louisiana Tech's innovation story:

Q: What inspired the Louisiana Tech faculty and staff to pursue the mission of integrating with private industry?

LG: About 15 years ago, Louisiana Tech began an intentional strategic effort to incorporate a higher level of interdisciplinary academic and research activities into its basic mission and programs in an effort to enhance the overall quality and competitiveness of the institution. As the changing environment of higher education and trends in the global economy began to bring innovation and entrepreneurship to the forefront of strategic priorities, Louisiana Tech already was well-positioned to take advantage of the new reality. Since that time Louisiana Tech University has taken a leadership role in building the innovation ecosystem across the I-20 corridor in collaboration with key partners in the region.

Q: What unexpected advantages did Louisiana Tech benefit from that could only be found in Louisiana?

LG: Federal and state economic development agencies have supported the university's efforts to develop innovation programs and outreach efforts to build the university into an economic engine for the I-20 corridor region and the state. The most impactful partners in the university's innovation efforts have been entrepreneurs and business partners. These entrepreneurs have come from the campus and from the broader region, and include students with ideas and ambition, as well as experienced business owners and business advisors who have succeeded and learned from failure in the business world. These entrepreneurs have contributed ideas for new products, energy to push projects and new ventures forward, and funding to support the programs and provide the impetus for launching new companies into the market.



“The Innovation Enterprise is well positioned to work directly with pre-venture entrepreneurs, existing businesses looking to explore new growth opportunities and prospective companies considering Louisiana for a new or expanded operation.”

Q: What is Louisiana Tech doing that no other Louisiana-based university is doing?

LG: Louisiana Tech has been able to develop a uniquely flexible, market-oriented and responsive infrastructure that is easily accessible for outside partners. At Louisiana Tech, this element of the university's mission is referred to as the Innovation Enterprise. This enterprise is well positioned to work directly with pre-venture entrepreneurs, existing businesses looking to explore new growth opportunities and prospective companies considering Louisiana for a new or expanded operation. The Innovation Enterprise can leverage the capabilities of students, faculty, facilities and other university

relationships to support business development and economic growth efforts.

Q: What impact is Louisiana Tech having on Louisiana's economy?

LG: The Innovation Enterprise at Louisiana Tech is among the most productive in the nation in generating new innovations per dollar of research funding. This includes being among the top universities in spinning out startup companies, new technology licenses and reports of invention.

Louisiana Tech University Chief Innovation Officer Dave Norris leads the university's Enterprise Campus in partnering with industry at its Center for Secure Cyberspace.



MAXIFLEX LLC

Since its founding in 2002, New Orleans based MaxiFlex LLC remains the only company with FDA approval to produce and market limited-use endoscopes in the U.S. These low cost, high quality devices, called flexible ureteroscopes, cost approximately 70 percent less than other devices that have been in use for over 20 years in the surgical field. These devices have increased healthcare access to developing countries that cannot afford such high cost equipment, and market share is rapidly increasing. MaxiFlex's Vice President Nicholas Gerbo shares the company's Louisiana innovation story:

Q: What inspired the launch of MaxiFlex?

NG: While training a resident, Dr. Raju Thomas was telling founder Gary Ventrella that endoscopes were extremely fragile and expensive, and if he could find a way to make one of these devices that cost less and offer the same user characteristics, it would be monumental.

Q: Why did you pick Louisiana to develop MaxiFlex?

NG: Both the Louisiana Emerging Technology Center located on the Louisiana State University campus and the New Orleans BioInnovation Center offer investment opportunities, IP guidance, facility and utility sharing for biotech companies.

Q: What is MaxiFlex doing that no other company is doing?

NG: What really sets us apart from other medical device manufacturers is our broad knowledge in manufacturing procedures and practices borrowed from the industrial sector right here in Louisiana. Ventrella spent 20 years as a business owner in Louisiana producing heavy industrial equipment.

Q: When did you realize that MaxiFlex would be a success?

NG: The largest measure of success for us is making a minimally invasive procedure available to patients globally where ordinarily an invasive procedure would have been performed for purely economic reasons.

MaxiFlex is the only company with FDA approval to produce and market a single-use and limited-use endoscope in the U.S.



KICKBOARD

In 2005, educator and entrepreneur Jen Medbery developed a web-based software tool to measure student performance, allowing teachers to capture, analyze and share data in order to enable more effective classroom management. Her software-as-a-service, Kickboard, allows schools to intervene off-track students by analyzing various data points as “early warning triggers” and alert teachers of potential learning concerns. Medbery shares the company’s Louisiana innovation story:

Q: What inspired you to develop Kickboard?

JM: I was recruited to join Teach For America, where I headed south to the Mississippi Delta as a math teacher. I then relocated to New Orleans to join the founding team of a charter school. It was the experiences in my own classroom, and those of my colleagues, that provided the inspiration for Kickboard.

Q: Why did you pick Louisiana to develop Kickboard?

JM: The concentration of charter schools and commitment to reform and innovation in education made New Orleans an obvious place to pilot initial versions of our software. At each stage of the company’s growth, we’ve found local resources and networks to be valuable sources of funding and talent.

Q: What is Kickboard doing that no other company is doing?

JM: Our software platform is the only one on the market that integrates academic and behavioral data as early warning indicators that trigger when a student is at risk of being off track.

Q: When did you realize that Kickboard would be a success?

JM: As I often tell my team: yes - we’ve built a mission-critical product and a national customer base, but we are still just getting started. It’s too early in the game to claim victory, when there’s still significant opportunity to grow our market share and make a positive impact on educational outcomes.

Kickboard, a web-based software tool developed by Jen Medbery (center), proactively combines academic and behavioral data to help teachers make informed decisions on learning outcomes.



BELL HELICOPTER

With more than 35,000 helicopters delivered to customers around the world since it was founded in 1935, Bell Helicopter continues a legacy of high-quality helicopter performance as a member of the Textron Inc. family of businesses. Bell Helicopter created the SLS category — denoting short distance, light payload, single engine — in the 1960s, during which the Bell 206 JetRanger propelled the company to tremendous success. Though the company continued to produce larger helicopters, customers lobbied for the JetRanger's return to the SLS market. In December 2013, Bell Helicopter announced the company's formal selection of the Lafayette Regional Airport for the development of a new manufacturing facility where it would re-enter the SLS market with the assembly of its new helicopter — the Bell 505 JetRanger X. General Manager of the Bell Helicopter Lafayette Assembly Center Paul Watts shares the company's Louisiana innovation story:

Q: What inspired Bell Helicopter to return to the SLS market?

PW: Bell Helicopter defined the SLS market nearly 50 years ago with the JetRanger. Our customers are again asking for a high performance, high value Bell product in this category. We have taken this challenge seriously and are focused on delivering an aircraft that is not only competitively priced, but offers features and capabilities customers have come to expect from Bell Helicopter.

Q: Why did Bell Helicopter pick Louisiana to develop its manufacturing facility?

PW: We considered several sites for this new facility, and Louisiana's proposal demonstrated the state's commitment to economic development and helping us meet our business objectives. The state's established aerospace industry and exceptional workforce training programs were also key factors in

our decision to make Louisiana a partner in expanding our manufacturing footprint. Our experience has shown us that Lafayette Parish is a great place to do business. Our parent company Textron, has also had a longstanding, successful relationship with the State of Louisiana.

Q: What is Bell Helicopter doing that no other company is doing?

PW: Our team has worked closely with customers all over the globe from day one of this program to ensure that this aircraft meets customer needs. They have specifically asked for increased safety and performance at a cost-competitive price point. The Bell 505 is designed to meet the requirements of today's short, light single operator. It will seat five passengers and can be used for multiple missions including utility, training, private and law enforcement. We collaborated with customers to



“We collaborated with customers to incorporate their mission needs in a high performance, high value helicopter at a competitive price.”

incorporate their mission needs in a high performance, high value helicopter at a competitive price. The aircraft will fly at a speed of 125 knots, a range of 360 to 420 nautical miles and a useful load of 1,500 pounds. This aircraft offers customers the best combination of value, performance and features, and is able to fly faster, farther and longer than most aircraft in its class.

Q: When did you realize that the new model would be a success?

PW: We have built this program with customer input from day one, so we have always been confident in its success. The overwhelming response we have received since the aircraft's unveiling has confirmed that confidence. To date, Bell Helicopter has received

more than 230 letters of intent for this aircraft, and customers continue to demonstrate their enthusiasm for the product. In fact, we have actually reevaluated our schedules and created new production plans to meet the capacity demanded by the market.

Q: What unexpected advantages did Bell benefit from that could only be found in Louisiana?

PW: The entire package offered by Louisiana Economic Development was extremely competitive and made the business case for building the Bell 505 JetRangerX in Lafayette. The involvement of leaders at all levels in the state was a major differentiating factor, and Bell Helicopter has continued to be impressed with the level of support and commitment we receive from officials in Louisiana.

The Bell 505 JetRanger X was unveiled at Heli-Expo 2014 to a packed crowd of enthusiastic onlookers.



INTEGRICO COMPOSITES

IntegriCo Composites announced the relocation of significant manufacturing operations to Louisiana in March 2014, bringing advanced, sustainable railroad tie production to Webster Parish. IntegriCo Composites is a manufacturer of composite railroad products made from recycled plastics. IntegriCo Composites CEO Scott Mack tells the company’s innovation story:

Q: What inspired the development of IntegriCo Composites?

SM: The company’s core technology allows us to take mixed, dirty waste plastic that often is destined for landfill, and turn it into amazingly strong and durable products such as the railroad crossties and crossings we are manufacturing today.

Q: What is IntegriCo Composites doing that no other company is doing?

SM: Our patented technology for mixing waste plastics and manufacturing engineered products such as railroad crossties is completely unique in the plastics recycling industry. The recycled plastic tie is a great alternative for railroads using wood crossties encased in toxic chemicals, which break down rapidly in wet and humid areas.

Q: What challenges did IntegriCo face, and how did the company overcome them?

SM: In the early years, raising capital and developing different versions of the product were the greatest challenges. IntegriCo found committed investors who believed in the technology and the size of the market and were prepared to support the company through the inevitable missteps along the way to the final successful product.

Q: Why did IntegriCo pick Louisiana to manufacture its products?

SM: Louisiana has a business-friendly climate, a talented workforce and is located near many of our customers, which include New Orleans Rapid Transit. Additionally, Louisiana Economic Development and North Webster Parish have been extremely supportive in helping IntegriCo relocate to the state.

IntegriCo Composites manufactures railroad products made from recycled plastics — an alternative to wood crossties, which break down rapidly in wet and humid areas.



CELLCONTROL

Noticing the rise in accidents related to distracted drivers, Baton Rouge native Robert Guba was compelled to develop a product that helps alleviate driving distractions for fleets and families. Fostered by the Louisiana Technology Park, Guba launched Cellcontrol, whose DriveProtect service uses a patented Bluetooth configuration to identify and disable a driver's mobile device while they are driving. Guba tells his Louisiana innovation story:

Q: What inspired you to develop Cellcontrol?

RG: I was talking to a friend and soon-to-be co-founder who'd just heard the news of two large-scale traffic accidents caused by distracted driving. It was very evident that we had happened upon a quickly emerging market and an absolute need to put an end to smartphone-related related distractions, especially behind the wheel.

Q: Why did you pick Louisiana to launch Cellcontrol?

RG: When it came time to launch Cellcontrol, staying in Louisiana for its business-friendly environment, as well as the services and amenities I found at Louisiana Technology Park, was a no brainer.

Q: What is Cellcontrol doing that no other company is doing?

RG: The company's cornerstone DriveProtect service uses a patented Bluetooth signal to prevent drivers from interacting with their mobile device while they are driving. DriveProtect is the only approved solution for Apple iPhone and works on multiple mobile platforms on thousands of digital devices.

Q: When did you realize that Cellcontrol would be a success?

RG: We were always confident in the superiority of the Cellcontrol technology, including our patented non-pairing Bluetooth technology and the fact that our solution is so much more accurate than any GPS-based solution. It's been great to see the overwhelmingly positive response from the wireless and automotive industries, in addition to our customers.

Cellcontrol's DriveProtect service uses patented technology to disable a drivers mobile device while driving to allow drivers to maintain focus on the road.



SASOL LTD

Sasol recently announced final approval of an \$8.1 billion ethane cracker and derivatives complex near Westlake. It also continues to progress a proposed \$11 billion to \$14 billion gas-to-liquids, or GTL, facility through the front-end engineering and design phase. Poised to employ more than 1,200 people in Southwest Louisiana, the combined Sasol projects stand as the largest manufacturing investment in the history of Louisiana, and one of the largest foreign direct investment manufacturing projects in U.S. history. Sasol Senior Vice President of U.S. Operations Mike Thomas shares the company's innovation story:

Q: What inspired Sasol to invest in Southwest Louisiana?

MT: Sasol considered multiple sites across the U.S. for its growth projects. Sasol focused on the U.S. Gulf Coast because of its robust energy and chemicals industry and access to the best natural gas infrastructure in North America. We specifically looked at Louisiana because it offered a business-friendly climate, predictable regulatory structures, attractive incentives and a high-quality workforce.

Q: What is Sasol doing that no other company is doing?

MT: The U.S. shale gas revolution, coupled with the current wide differential between gas and oil prices, has created attractive opportunities for Sasol's continued growth and investment in the U.S. market. Sasol is constructing a world-scale ethane cracker and derivatives complex near Westlake. It also continues to progress a proposed GTL facility through the front-end engineering and design phase. Sasol's

transformational GTL and chemicals technologies will help unlock the potential of abundant natural gas resources, provide the U.S. with world-class, cleaner-burning fuel, contribute to the country's energy security and support expanded domestic manufacturing.

Q: How is Sasol impacting the Louisiana economy?

MT: Sasol's projects mark the largest single manufacturing investment in the history of Louisiana and one of the largest foreign direct investment manufacturing projects in U.S. history. These projects will create more than 1,200 full-time positions, more than 5,000 construction jobs at peak construction and thousands of indirect jobs across the United States. According to National Economic Research Associates (NERA) Economic Consulting, our projects will also increase Louisiana personal income by an additional \$2 billion per year and Louisiana gross state product by \$4.2 billion per year. We are proud to be embarking



“Sasol’s transformational GTL and chemicals technologies will help unlock the potential of abundant natural gas resources.”

on a new phase of significant expansion and investment that will foster growth and economic development in the region.

Q: What challenges did Sasol face, and how did the company overcome them?

MT: With more than \$70 billion in announced projects, Southwest Louisiana companies may be faced with an overheated labor market. The State of Louisiana has already taken measures to address this issue by investing \$20 million into a SOWELA Technical Community College training facility, which will be utilized by Sasol to support its workforce needs for temporary and full-time employees. We’ve already had a number of successes in our workforce preparation efforts. LED’s FastStart® program has developed a comprehensive Workforce Solutions Plan

for Sasol to ensure we have qualified applicants with proper screening in place. With the support we’ve received from our state and local governments as well as from the community, we believe we are well positioned on workforce development.

Q: What do you think individuals not in Louisiana should know about the state?

MT: Louisiana has a booming economy, a low unemployment rate and one of the best records of private-sector job growth in the country. And with announced capital investment projects approaching \$70 billion in Southwest Louisiana alone, the future is bright for the Pelican State. Sasol has been a part of the Southwest Louisiana community for more than a decade and our more than 400 employees are proud to call Louisiana home.

Sasol’s proven GTL technology chemically converts natural gas into liquid fuels and chemicals, including GTL diesel.



TURBOSQUID

Since its founding in 2000, New Orleans-based TurboSquid has secured its position as the leading online marketplace for 3-D models. TurboSquid is developing new technology that expands access to 3-D content to those without experience in 3-D design, and it has built technology that allows users to manipulate 3-D models within a web browser. TurboSquid CEO Matt Wisdom shares his company's Louisiana innovation story:

Q: Why did you pick Louisiana to develop TurboSquid?

MW: We had ideas about how all media was going to be sold as digital files over the Internet. It seemed just a matter of time, so we picked what we knew — 3-D. And since we were betting that you could start an Internet company from anywhere and reach the whole world, we wanted to be where we wanted to live.

Q: What unexpected advantages did TurboSquid benefit from that could only be found in Louisiana?

MW: Other places are more cutthroat, but we've found that if you build the company you want to work at in the place you want to live, people stick with you.

Q: What is TurboSquid doing that no other company is doing?

MW: Our core products are 3-D models, which are files that are used in computer animation. It turns out that companies of every stripe need this kind of stuff for visualization, and so we are standardizing their creation in sale. It's kind of like commodities for "grade A" 3-D models.

6. When did you realize that TurboSquid would be a success?

MW: When my mother was in Colorado and her friend's children said, "No way. Your kid started TurboSquid? That's incredible." My mother still doesn't really understand the business, but the fact that random people valued the company so much was an amazing benchmark.

TurboSquid is developing new technology that expands access to 3-D content to those without experience in 3-D design, and has built technology that allows users to manipulate 3-D models within a web browser.



AIRMASTER AERATOR LLC

Airmaster Aerator can create high capacity water movement using its aeration equipment, with exports going to destinations as far away as Bolivia, Columbia and Uruguay. Airmaster was founded in 1999 by Dean Caldwell, who holds three U.S. patents on improvements to water treatment systems and equipment. Caldwell shares Airmaster's innovation story:

Q: What inspired you to develop Airmaster Aerator?

DC: For years we have owned a private water and sewer company that provides service to over 500 homes. Through work with this company, we saw the need to improve the quality of the water being discharged. I designed and built the Airmaster Aerator and have since received three U.S. patents in aeration and wastewater treatment.

Q: What advantages did Airmaster Aerator benefit from that could only be found in Louisiana?

DC: The quality and work ethic of the people in Louisiana is a definite plus. Infrastructure in the state is good, so we have no problems with shipping, and there is a wealth of technical support people to help with any problems with computers and machinery.

Q: What is Airmaster Aerator doing that no other company is doing?

DC: Our Airmaster Aerator "Turbo X-Treme" aerator is one of the most advanced and efficient floating/surface aerators available. Due to this efficient design, the aerator has proven to replace other aerators with up to three times the horsepower.

Q: What challenges did you face in the development phase of Airmaster Aerator, and how did you overcome them?

DC: The biggest challenge we face is in marketing. Once people understand the benefits, the product makes sense for them and the sale is much easier, but getting the message out to everyone is the greatest challenge.

Airmaster Aerator manufactures and distributes unique, high capacity water aeration equipment used to clean surface water.



CENTURYLINK

From its Monroe headquarters, CenturyLink stands as a leading provider of Internet, TV and voice services. The company is included on the Fortune 500 list of America's largest corporations, but it is not resting on its laurels. With a series of strategic acquisitions, CenturyLink emerged from a small Louisiana-based telephone company into the third-largest telecommunications company in the U.S. and it is a global leader in cloud infrastructure and hosted IT solutions for enterprise customers. CenturyLink not only maintains its momentum in its march to be the provider of choice, but it also remains apprised of the latest advancements in the industry. Executive Vice President, General Counsel and Secretary Stacey Goff shares the company's innovation story:

Q: Why did you pick Louisiana to develop your product/company/innovation?

SG: The state has continued to make it attractive for businesses to locate and expand in Louisiana, which is one of the key reasons we continue to invest and grow in Monroe. Louisiana is a great place to do business and there are numerous programs in place to assist businesses who want to locate or grow here.

Q: What unexpected advantages did CenturyLink benefit from that could only be found in Louisiana?

SG: Louisiana offers a diverse and rich cultural experience from north to south. CenturyLink has found Northeast Louisiana particularly attractive to families, outdoor enthusiasts, and those seeking music and the arts. Monroe is home to the University of Louisiana at Monroe, and we also enjoy the benefits of nearby educational institutions such as Louisiana Tech University, Grambling State University and Delta Community College.

CenturyLink is anchoring a cyber economy in Louisiana on the eastern end of I-20. With Louisiana Tech, the Cyber Innovation Center and CSC on the western end of I-20, we are positioned to take advantage of this growing area of business and commerce.

Q: How does CenturyLink impact the Louisiana economy?

SG: CenturyLink is the third-largest telecommunications company in the U.S. and is recognized as a leader in the network services market by technology industry analyst firms. The company is a global leader in cloud infrastructure and hosted IT solutions for enterprise customers.

With roots in rural northeast Louisiana, CenturyLink is headquartered in Monroe, which has proven successful over the years as the company has grown. The company employs about 2,200 people in Monroe and will hire an additional 800 in the next few years.



“CenturyLink is anchoring a cyber economy in Louisiana on the eastern end of I-20.”

As a result of CenturyLink’s overall growth, some of our key vendors are also locating offices and employees in Monroe to be closer to us.

Q: What is your company doing (from a product or service offering) that no other company is doing?

SG: Since 2009, CenturyLink has transformed our business into the company it is today. On July 1, 2009, CenturyTel acquired Embarq Corporation, creating one of the leading communications companies in the United States. Simultaneously, the company began operating under the name CenturyLink. This acquisition positioned the combined company as the largest independent telecommunications provider in the United States.

On April 1, 2011, CenturyLink acquired Qwest Communications, creating the third largest telecommunications provider — based on access lines — in the U.S.

On July 15, 2011, CenturyLink acquired Savvis, Inc. for \$3.2 billion. This acquisition allowed CenturyLink to achieve global scale as a managed hosting and cloud services provider, and accelerated our ability to deliver those capabilities to business customers.

In 2013, CenturyLink acquired AppFog, Inc. and Tier 3, Inc. to enhance our platform-as-a-service and infrastructure-as-a-service offerings. AppFog provided a reliable, scalable and fast platform for developing apps in the cloud, and Tier 3 provided a public, multi-tenant cloud platform and a related development roadmap.

Kristin Hickman, compensation manager at CenturyLink, is one of the over 2,000 people the company employs in Monroe.



BATON ROUGE AREA FOUNDATION

Founded in 1964, the Baton Rouge Area Foundation (BRAf) has become a force for positive change in Louisiana's Capital Region. The Foundation's mission is two-fold: BRAf connects philanthropists with nonprofits to ensure that the needs in the community are being addressed. The Foundation also serves as a catalyst for civic leadership projects. BRAf President and CEO John Davies shares the foundation's innovation story:

Q: What inspired the launch of the Baton Rouge Area Foundation?

JD: In 1964, business leaders came together to create the Foundation as a vehicle to buy land that was used as an incentive to lure GSRI Inc. A community foundation — somewhat like an investment for doing good — was a good vehicle for that purchase and donation.

Q: How does the Foundation impact the Louisiana economy?

JD: Philanthropy is one part of our business. Collaborating on projects is the other. More than 15 years ago, the Foundation underwrote Plan Baton Rouge, a downtown revival strategy. We did our work in collaboration with state and local government and private enterprises.

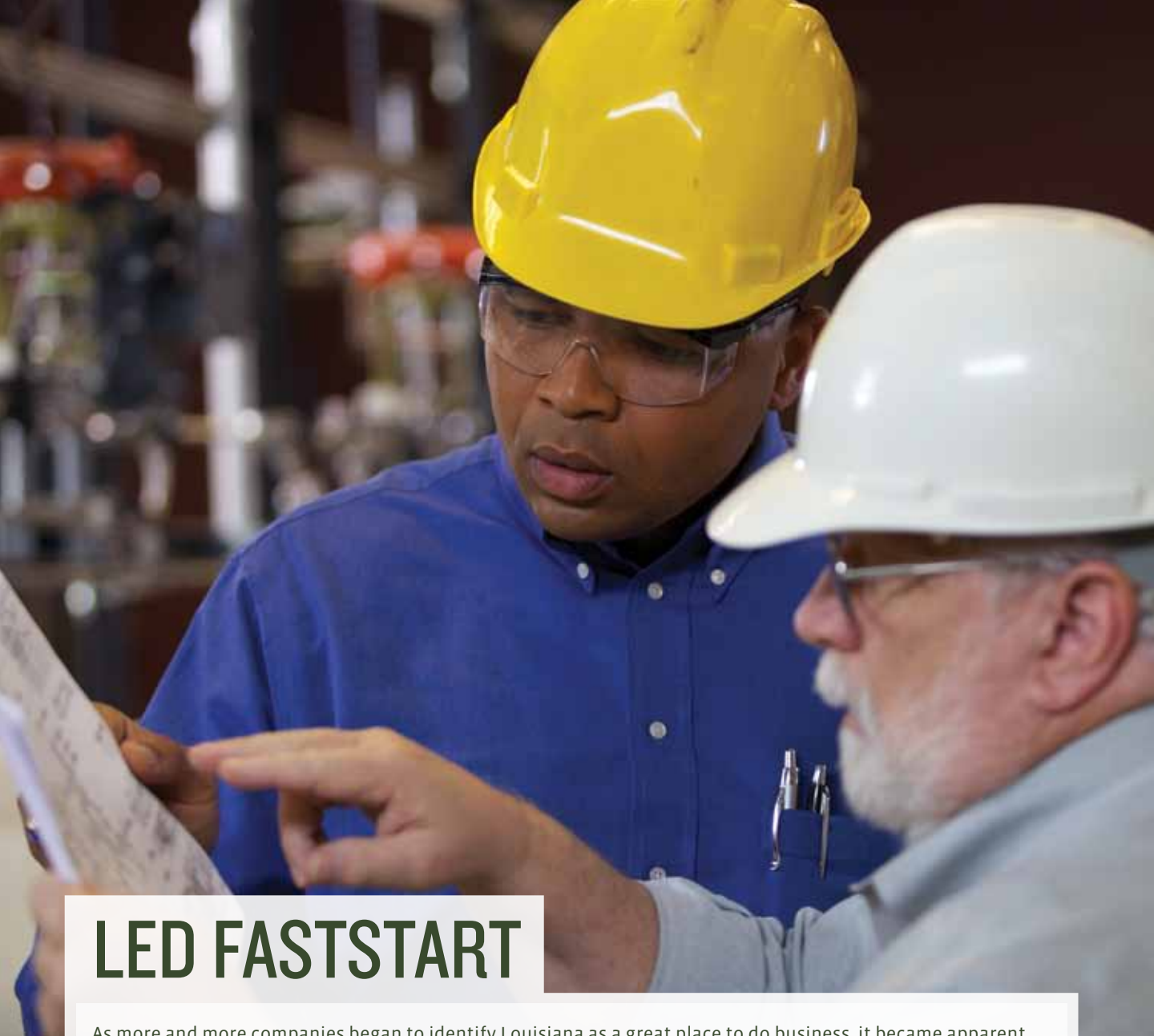
Q: What is Baton Rouge Area Foundation doing that no other organization is doing?

JD: Philanthropists can open charitable funds with other companies, but the Foundation offers them local knowledge that makes giving through us more effective and enduring.

Q: When did you realize that the Foundation would be a success?

JD: The Foundation had been quietly operating in Louisiana for four decades, and then Hurricane Katrina changed our trajectory. Generous people from around the world donated more than \$45 million to us, which we used to care for people in the community at first, and then to use for long-term planning across South Louisiana.

Baton Rouge Area Foundation President and CEO John Davies (right) and Executive Vice President John Spain (left) lead the Foundation as it continues to broker major civic leadership projects.



LED FASTSTART

As more and more companies began to identify Louisiana as a great place to do business, it became apparent to state officials that Louisiana would need to be competitive in recruiting talent and providing training programs for the state's workforce. Established in 2008, LED FastStart® works with companies to identify workforce solutions to develop and recruit the best talent possible. LED FastStart Executive Director Jeff Lynn shares this innovation story:

Q: What inspired the launch of LED FastStart?

JL: Gov. Bobby Jindal and Louisiana Economic Development Secretary Stephen Moret recognized that, for Louisiana to be competitive in attracting and retaining companies, it needed a workforce team that would design and develop world-class recruitment and training programs. At the time, Louisiana did not have any program in place to meet the workforce training needs of these companies.

Q: What is LED FastStart doing that no other organization is doing?

JL: One of LED FastStart's primary advantages over our competitors is our flexibility to find unique solutions to fit our clients' needs. LED FastStart is not locked into specific curriculum, partners or methodologies.

Q: What unexpected advantages did LED FastStart benefit from that could only be found in Louisiana?

JL: Unique to other states' workforce programs, LED FastStart is positioned under the arm of the department of economic development. This allowed LED FastStart to maintain the constant first-line with prospects and existing companies and truly identify workforce solutions.

Q: When did you realize that LED FastStart would be a success?

JL: We always believed it would be a success from day one. When you run your state organization like a business and hire the best people to work in your organization, you can reach any goals imaginable.

LED FastStart, rated No. 1 in the nation five years in a row by Business Facilities, develops customized workforce solutions for company to train and recruit talent.



Tim Williamson

As co-founder and CEO of The Idea Village, Tim Williamson leads a not-for-profit community of New Orleans entrepreneurs and those who believe in them. The Idea Village identifies and nurtures entrepreneurial talent, with the aim of building and sustaining the city's already strong reputation as a hub for innovation.

EQ: What makes a good innovator?

Williamson: We look for passion about the problem the innovator is trying to solve and commitment for the long-term solution. The idea is always the easy part. It's the person behind the idea where we really invest. A good innovator also understands his or her strengths and seeks out talent to complement those strengths.

EQ: What role does innovation play in the New Orleans economy?

Williamson: After Hurricane Katrina, New Orleans became a startup city in which every business and every individual had to overcome uncertainty. One result was that a pioneering spirit was reconnected to the ethos of the city. That outlook now guides solutions, whether the focus is startups or education. Entrepreneurial thinking became a matter of survival while also helping to create an influx of talent. So innovation has become a focal point for business, as well as the life of the city as a whole.

EQ: Have innovation and entrepreneurship become more vital to the region and state as well?

Williamson: Without a doubt, it has become a bigger focus for Louisiana. New Orleans demonstrates how innovation and entrepreneurship can benefit a city. The state recognizes that entrepreneurship creates jobs

and civic leadership in communities while also attracting talent. So there is a distinct effort to nurture entrepreneurship across the state.

EQ: How does The Idea Village support innovation?

Williamson: We provide direct support such as educational workshops to 1,500 entrepreneurs each year. We also select 20 to 50 companies each year whose growth we try to accelerate through mentorship and other resources. Since 2009, 83 percent of the 149 businesses that have come through our accelerator program are still in business, and 91 percent of them are still in New Orleans.

EQ: What else does The Idea Village do to help innovators succeed in New Orleans?

Williamson: We work to create an entrepreneurial ecosystem of innovators who connect with and support each other. One of the ways we do that is through New Orleans Entrepreneur Week each March. It is an event that convenes startups and other players in that local ecosystem with dynamic, national investors. The event also reflects the seasonal rhythm of life in New Orleans: We come together to celebrate Mardi Gras in January and February and music in April and May, with events like Jazz Fest. March is when the city connects around and celebrates business innovation. **EQ**



LOUISIANA INCENTIVE SNAPSHOT

ECONOMIC INCENTIVES FOR BUSINESSES OF ALL SIZES

► COMPETITIVE PROJECTS PAYROLL INCENTIVE

Provides a payroll rebate of up to 15% in target sectors for up to 10 years, and either a 4% sales/use tax rebate on capital expenditures or a facility expense rebate equal to 1.5% of qualifying expenses

► COMPETITIVE PROJECTS TAX EXEMPTION

Provides a 10-year property tax abatement in selected parishes on qualifying capital investments of at least \$25 million in targeted non-manufacturing industry sectors. The abatement is for the ad valorem taxes in excess of \$10 million or 10% of the fair market value of the property, whichever is greater

► CORPORATE HEADQUARTERS RELOCATION PROGRAM

Provides a rebate of up to 25% of facilities and relocation costs, to be claimed in equal parts over five years

► CORPORATE TAX APPORTIONMENT PROGRAM

Provides single-sales factor apportionment to highly competitive projects in order to secure jobs and business investment in target industry sectors

► DIGITAL INTERACTIVE MEDIA AND SOFTWARE DEVELOPMENT INCENTIVE

Provides a 35% tax credit for Louisiana resident labor expenditures and a 25% refundable tax credit on qualified production expenditures

► ENTERPRISE ZONE PROGRAM

Provides a one-time \$2,500 tax credit per certified net new job, and either a 4% sales/use tax rebate on qualifying expenses or an investment tax credit equal to 1.5% of capital expenditures, excluding tax-exempted items

► INDUSTRIAL TAX EXEMPTION

Provides a 100% property tax abatement for up to 10 years on manufacturer's qualifying capital investments

► LED FASTSTART®

Provides workforce recruitment, screening and training to eligible new and expanding Louisiana companies at no cost

► MOTION PICTURE INVESTOR TAX CREDIT

Provides a tax credit of 30% on qualified production expenditures and an additional 5% tax credit for Louisiana resident labor expenditures

► MUSICAL AND THEATRICAL PRODUCTION TAX INCENTIVE

Provides a tax credit of up to 35% on qualified production or infrastructure development expenditures; additional credits available for payroll and transportation expenditures

► QUALITY JOBS

Provides a 5% or 6% rebate on annual payroll expenses for up to 10 years, and either a 4% sales/use tax rebate on capital expenditures or an investment tax credit equal to 1.5% of qualifying expenses

► RESEARCH AND DEVELOPMENT TAX CREDIT

Provides up to a 40% tax credit for Louisiana businesses (based on employment) that conduct research and development activities in Louisiana

► RESTORATION TAX ABATEMENT

Provides a five-year 100% property tax abatement for the rehabilitation of an existing structure based on assessed valuation of property prior to beginning of improvements

► SOUND RECORDING INVESTOR TAX CREDIT

Provides a 25% refundable tax credit on qualified expenditures for sound recording productions

► TECHNOLOGY COMMERCIALIZATION CREDIT AND JOBS PROGRAM

Provides a 40% refundable tax credit on costs related to the commercialization of Louisiana technology and a 6% payroll rebate for the creation of new direct jobs

SPECIAL INCENTIVES FOR SMALL BUSINESSES

► ANGEL INVESTOR TAX CREDIT

Provides a tax credit of up to 35% for individual investors when they invest in early-stage, wealth-creating businesses

► ECONOMIC GARDENING INITIATIVE

Provides Louisiana-based small businesses with accelerated technical assistance and research from an experienced national economic gardening team

► SMALL BUSINESS LOAN PROGRAM

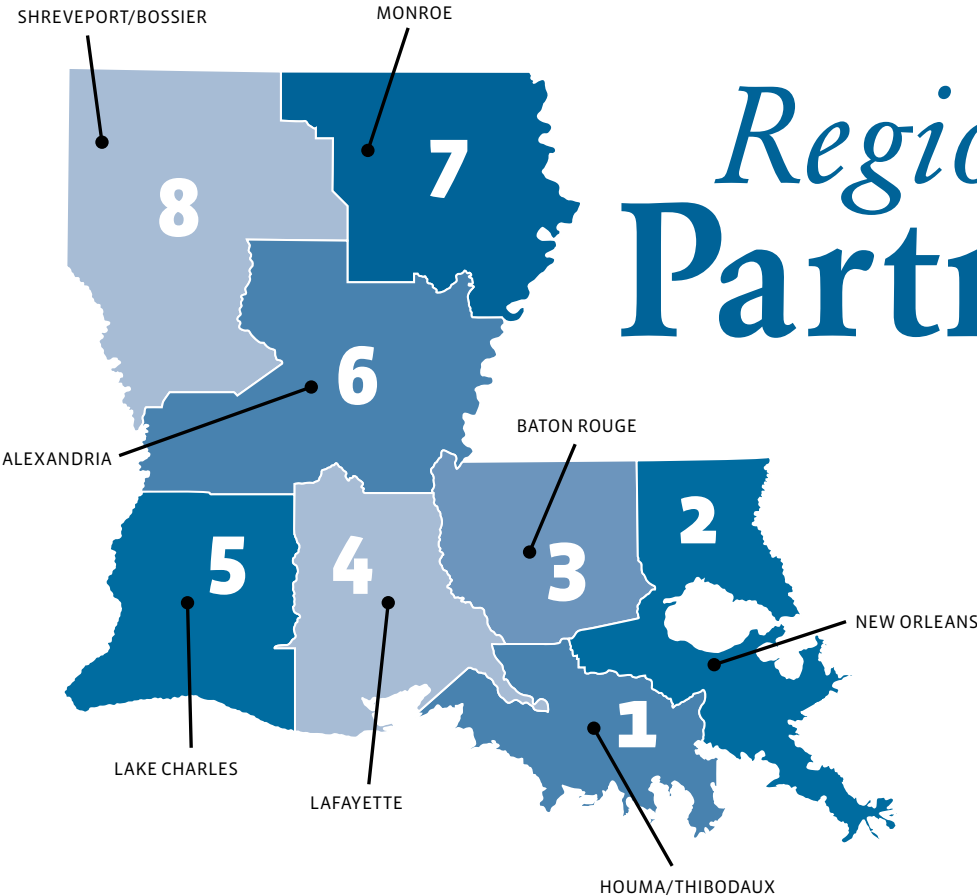
Provides up to 75% loan guarantees to facilitate capital accessibility

► VETERAN INITIATIVE

Provides veteran-owned and disabled, service-oriented, small businesses with greater potential for access to state procurement and public contract opportunities

For more information on Louisiana's incentives visit OpportunityLouisiana.com.

Regions & Partners



REGION	REGIONAL ECONOMIC DEVELOPMENT ORGANIZATION	REGIONAL HUB
1. BAYOU	South Louisiana Economic Council	Houma/Thibodaux
2. SOUTHEAST	Greater New Orleans Inc.	New Orleans
3. CAPITAL	Baton Rouge Area Chamber	Baton Rouge
4. ACADIANA	Acadiana Economic Development Council	Lafayette
5. SOUTHWEST	Southwest Louisiana Economic Development Alliance	Lake Charles
6. CENTRAL	Central Louisiana Economic Development Alliance	Alexandria
7. NORTHEAST	Northeast Louisiana Economic Alliance	Monroe
8. NORTHWEST	North Louisiana Economic Partnership	Shreveport/Bossier

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Louisiana has an extensive network of economic development organizations and allies dedicated to helping our communities attract, grow and maintain business in our state.

1. Bayou Region

- Assumption Chamber of Commerce
- Chamber of Lafourche and the Bayou Region
- Houma-Terrebonne Chamber of Commerce
- Lafourche Parish Economic Development
- South Central Industrial Association
- St. Mary Chamber of Commerce
- St. Mary Economic Development
- St. Mary Industrial Group
- Terrebonne Economic Development Authority
- Thibodaux Chamber of Commerce

2. Southeast Region

- Jefferson Parish Economic Development Commission
- New Orleans Business Alliance
- Plaquemines Association of Business & Industry
- St. Bernard Parish Economic Development Foundation
- St. Charles Parish Department of Economic Development & Tourism
- St. James Parish Department of Economic Development
- St. John the Baptist Parish Department of Economic Development
- St. Tammany Economic Development Foundation
- Tangipahoa Economic Development Foundation
- Washington Economic Development Foundation

3. Capital Region

- Ascension Economic Development Corporation
- City of Baton Rouge/ East Baton Rouge Parish
- East Feliciana Parish Economic Development
- Greater Pointe Coupee Chamber of Commerce
- Iberville Chamber of Commerce
- Livingston Economic Development Council
- St. Helena Parish Economic Development Committee
- West Baton Rouge Chamber of Commerce
- West Feliciana Parish Community Development Foundation

4. Acadiana Region

- Crowley Chamber of Commerce
- Evangeline Parish Industrial Board
- Iberia Industrial Development Foundation
- Lafayette Economic Development Authority
- St. Landry Parish Economic Industrial Development District
- St. Martin Economic Development Authority
- Vermilion Chamber of Commerce

5. Southwest Region

- Calcasieu Parish Planning and Development
- Chennault International Airport Authority
- City of Lake Charles Planning and Economic Development Department
- DeQuincy Chamber of Commerce
- DeQuincy Economic Commission
- Greater Beauregard Chamber of Commerce
- Jeff Davis Business Alliance
- Jeff Davis Parish Office of Economic Development
- Jennings Main Street
- Kinder Louisiana Chamber of Commerce
- Lake Charles Downtown Development Authority
- Lake Charles Regional Airport
- Oakdale Area Chamber of Commerce
- Sulphur Industrial Development Board
- The Chamber/SWLA
- The Port of Lake Charles
- West Calcasieu Port, Harbor and Terminal District

6. Central Region

- Alexandria Central Economic Development District
- Alexandria/Pineville Convention and Visitors Bureau
- Alexandria Regional Port Authority
- Avoyelles Parish Port Commission
- Central Louisiana Business Incubator
- Central Louisiana Chamber of Commerce
- Concordia Economic & Industrial Development Board
- Concordia Parish Chamber of Commerce
- England Economic and Industrial Development District
- Greater Alexandria Economic Development Authority
- Greater Vernon Chamber of Commerce
- LaSalle Economic Development District
- North Rapides Business and Industry Alliance
- O.U.T.S.: Olla, Urania, Tullos, Standard Economic Development Board
- Pineville Downtown Development District
- The Rapides Foundation
- Winn Economic and Industrial District

7. Northeast Region

- Bernice Industrial Development Corporation
- Caldwell Parish Industrial Development Board
- Franklin Economic Development Foundation
- Jackson Parish Chamber of Commerce
- Jackson Parish Economic Development
- LA Delta 65 Inc.
- Lake Providence Port Commission
- Monroe Chamber of Commerce

- Morehouse Economic Development Commission
- Rayville Economic Development
- Tensas Revitalization Alliance
- Union Parish Chamber of Commerce
- West Carroll Parish Chamber of Commerce
- West Monroe-West Ouachita Chamber of Commerce

8. Northwest Region

- Arcadia/Bienville Parish Chamber of Commerce
- Bossier Chamber of Commerce
- Caddo-Bossier Port Commission
- City of Natchitoches Economic Development Commission
- Claiborne Chamber of Commerce
- DeSoto Parish Chamber of Commerce
- Greater Bossier Economic Development Foundation
- Greater Shreveport Chamber of Commerce
- Minden-South Webster Chamber of Commerce
- Natchitoches Area Chamber of Commerce
- North Webster Chamber of Commerce
- Red River Parish Chamber of Commerce
- Ruston-Lincoln Chamber of Commerce
- Sabine Parish Chamber of Commerce

In addition to working with these organizations, LED regularly works with municipalities, parishes, police juries and utilities on economic development initiatives.

- Statewide partners include:
- American Electric Power/Southwestern Electric Power Company
 - Association of Louisiana Electric Cooperatives
 - Center for Lean Excellence
 - Cleco Corp.
 - Entergy Louisiana Economic Development
 - Louisiana Association of Planning and Development Districts
 - Louisiana Business Incubation Association
 - Louisiana Industrial Development Executives Association
 - Louisiana Municipal Association
 - Louisiana Public Facilities Authority
 - Louisiana Small Business Development Center Network
 - Manufacturing Extension Partnership of Louisiana
 - Police Jury Association of Louisiana
 - Ports Association of Louisiana
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LOUISIANA INNOVATORS

